

Ealing Council

Corporate Health and Safety Policy

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Statement of intent

We recognise and accept our duty to provide and maintain a safe and healthy work environment for our residents, staff, contractual partners, and others affected by our activities. As a landlord we must provide homes and spaces that are safe for our tenants and building users and make sure, where third parties provide housing or spaces on our behalf, that they are safe too.

In doing so, we will ensure, through our governance arrangements, the management of health and safety forms an integral part of our business decision-making process.

Elected members and the strategic leadership team (SLT) recognise the need for a sensible and proportionate approach to managing health and safety.

The SLT will provide effective strategic leadership on health and safety. We will make sure we provide sufficient resources to assist managers in their duty to reduce risks to as low as reasonably practicable.

To help support health, safety, and wellbeing for our staff, we shall support measures to promote:

- a healthy lifestyle (Including physical activity, healthy eating and musculoskeletal improvements)
- positive wellbeing (including taking steps to reduce work related stress)
- strict controls on any works which may have potential environment impact (for example asbestos, lead contamination)
- management of our buildings to protect from fire and other sources of harm
- safe working practices to help the organisation to comply with statutory legislation
- safe places of work

Our aim is to keep risk at as a low a level as possible, respond to changing demands and to sustain positive attitudes and behaviour to health and safety throughout our organisation.

This policy sets out the roles and responsibilities for the management of health and safety within the council. This includes council workplaces and establishments, departments, including community schools, members of the public and others who may be affected by Ealing Council's undertakings and activities.

Health and safety is a line management responsibility and all managers must embrace health and safety management as an integral part of their duties.

It is important that we all adhere to it and remember the most powerful message we can send is through our own actions and behaviour.

Chief Executive

Tony Clements: Signed:



Date: 14 August 2023

Leader of the Council

Peter Mason: Signed:



Date: 14 August 2023

Introduction

Plan, Do, Check, Act

The council aims to fully implement the health and safety executive (HSE) guidance 'managing for health and safety' through four key steps:

PLAN	plan the direction for health and safety management
DO	profile the health and safety risks, organise and implement controls
CHECK	check that health and safety management is working
ACT	act on improving health and safety management

All staff and, as applicable, agency workers, volunteers, contractors and others are required to complete the health and safety training courses provided on the council's e-learning system and through workshops. These courses aim to help engender a positive safety culture through:

- providing a basic awareness of health and safety and the arrangements in place
- increasing manager knowledge of the risk assessment process, when they need to be carried out and how to do so
- reducing the risk to staff, visitors and others from council operations
- improving staff awareness of the need to promptly report accidents, incidents and near misses

This policy has been prepared to meet legal requirements. It does not contain specific procedural instructions. Corporate procedures provide guidance on specific areas of risk to which all council services must adhere to. Local procedures should complement this policy.

Section 1

1.1 Plan

The council is a large and complex organisation delivering a multitude of services to residents and businesses across a wide range of needs.

1.1.1 Strategy

Governance arrangements will include regular performance monitoring through the audit committee, corporate health and safety board (CHSB) and by strategic leadership team (SLT) through performance reports and business board.

Performance will be measured against legislation and best practice and will be measured upon a formal audit system to ensure consistency across the council.

The role of corporate health and safety (CHS) is to be the 'competent person' for health and safety advice and to assist management in the implementation of a management system in line with the health and safety executive guide HSG 65 or similar. The service profiles the organisational risks which in turn inform the strategic direction, business planning process and audit programme. A corporate health and safety risk register is maintained and reviewed on a routine basis.

1.2 Roles and responsibilities

1.2.1 Chief executive

The chief executive has overall responsibility for health and safety and applying this policy across the council. They will allocate and prioritise resources and ensure all relevant and appropriate matters are brought to the attention of the elected members.

In addition, they will:

- provide clear leadership and promote an effective safety culture throughout the organisation through their words, actions and by direction of SLT and directors
- be accountable for compliance with statutory duties and corporate negligence

Day to day management responsibility for health and safety is devolved to the SLT but is led by the strategic director for strategy and change (SDSC) supported by CHS.

The chief executive will chair the corporate health and safety board (CHSB).

1.2.2 Leader of the council, lead members and other elected members

Elected members provide the council with leadership, direction and strategy and allocate budgets to enable services to be delivered. Through their decisions the leader of the council, lead members and other elected members can have a significant influence on how health and safety is managed across the organisation. Members of the cabinet and the portfolio holder for health and safety will:

- ensure that suitable resources and strategic direction are available to discharge the council's health and safety responsibilities
- monitor, via reports, the overall health and safety performance of the council
- ensure they consider health and safety implications of significant corporate decisions
- take reasonable steps to understand the health and safety issues in the service areas they are involved with

The SDSC will routinely update the members on health and safety matters as required and via reporting to the business board.

Members will be updated on health and safety incidents matters which could affect council reputation. As well as significant issues being reported through the corporate health and safety risk register and annual governance statement which is reviewed by the elected members.

1.2.3 Lead member with responsibility for health and safety

In addition to the lead member role and responsibilities set out in the council constitution the lead Member with responsibility for health and safety will:

- ensure that the strategic leadership team sets targets for health and safety performance and seek regular reports on how these targets have been met
- challenge corporate and departmental health and safety performance in order to obtain satisfaction that the health and safety management system and arrangements are appropriate
- challenge decision making in order to obtain satisfaction that the health and safety aspects of reshaping new policies and projects have been adequately considered
- promote a positive approach to health and safety, and well-being across the council and amongst all members
- encouraging members to attend relevant training or briefing sessions, including elected members, who should be mindful of their own personal safety and ensure risk has been considered especially when events are organised

1.2.4 Strategic leadership team (SLT)

Health and safety will be routinely monitored and reviewed by SLT. The SDSC is the lead on health and safety. All members of SLT are the 'accountable person' under the building safety act and will ensure the provision of adequate resources in relation to health and safety in their departments. By maintaining a competent workforce, establish effective communication, and integrate health and safety into their business activities; reporting progress to the CHSB quarterly and annually through the directors annual governance statement.

SLT will appoint themselves or a service director to chair the directorate health and safety committee who will assist in the management of health and safety within the directorate.

1.2.5 SLT lead director for health and safety

The SDSC will, in consultation with the wider SLT, set the direction for effective health and safety management and report routinely to SLT on health and safety status, making recommendations as

required to ensure risk is suitably managed.

The SDSC will additionally:

- appoint competent persons and advisers in line with the management of health and safety at work regulations 1999, which are the corporate health and safety and corporate fire safety teams
- keep the corporate risk profile associated with health and safety under regular review and ensure action is taken to address them or escalate to SLT if mitigation cannot be achieved
- monitor regular and annual data indicators to assess the effectiveness of health and safety performance
- work with SLT members to provide clear leadership and implementation of an effective safety culture through their management teams via policy, procedure, and actions
- challenge the decisions and directions made by the chief executive, SLT, service directors if they believe them to be detrimental to the health and safety of council employees or other people affected by those decisions or directions

1.2.6 Management

Directors and their management teams will provide strong and active leadership with effective safety arrangements within their portfolios. They will ensure:

- provision of an update quarterly to CHSB on the corporate health and safety risk register and an annual assurance statement of health and safety in their services
- understanding of their responsibilities and any obligations under safety legislation or relevant standards
- suitable risk assessments are completed by competent individuals covering the significant hazards within their service and put suitable control measures in place
- staff are suitably informed and others who may be affected by the findings of risk assessments
- adequate resources are provided to allow those with delegated responsibilities to discharge their duties effectively
- procedures are in place within the areas under their control to implement the requirements of this corporate policy, relevant legislative requirements, and best practice
- clear responsibilities for health and safety management are identified, including where a site is occupied by more than one department or organisation and suitable

arrangements are in place to enable co-operation and co-ordination

- consideration of risk and the suitability of health and safety arrangements is an integral part of the management of any service or contracts provided by third parties
- procurement processes are in place to allow safety to be fully factored in the purchase of goods or services and to confirm contractors or individuals carrying out maintenance, testing or other such work are competent or suitable to do so
- those with contract management responsibilities, are competent to carry out this role
- sufficient controls are in place to monitor health and safety compliance for all buildings they are responsible for (see 1.2.7 to [1.2.13](#))

1.2.7 Property and housing management

The management of property owned, managed or contracted by the council falls into three broad categories:

- the council's corporate buildings – the director of ICT (CIO) and property services
- the council owned, leased, or managed stock – the assistant director of strategic property and investment
- council's managed housing stock – strategic director of housing and environment

Directors managing premises are responsible for ensuring, as far as is reasonably practicable, buildings used, leased or managed by the council are safe for residents, staff and others by confirming suitable and sufficient:

- staff are in place with the relevant skills, experience, and training to manage and oversee compliance, work to buildings and facilities management
- processes and procedures are in place to manage health and safety compliance in accordance with health and safety legislation, approved codes of practice, relevant guidance, and the council's premises manager procedure
- resources are allocated to managing health and safety compliance across all areas (including, asbestos, electrical, fire safety, gas, lifts, water, and construction)
- consideration is given to risk and the suitability of health and safety arrangements are an integral part of the management of any service or contracts provided by third parties
- procurement processes are in place to confirm contractors or individuals carrying out maintenance, testing or other such work are competent and suitable to do so
- arrangements are in place to confirm all contractors agree to key measurable health and safety standards in advance of undertaking any work
- arrangements are in place to monitor any work carried out by contractors and other 3rd parties to confirm it is of a suitable standard, compliant with relevant codes

- arrangements are in place to monitor performance in relation to agreed compliance standards and are suitably monitored and reported to senior management and CHS
- reporting procedures are in place and all staff aware of the need to highlight significant compliance issues promptly with CHS

In addition, specifically in relation to the required periodic testing, servicing and maintenance, the directors will ensure suitable and robust processes are in place to:

- meet statutory requirements
- monitor, audit, and sample check the periodic testing, servicing and maintenance carried out to reasonably confirm it is completed in line with legislation and good practice
- monitor, review, track and as applicable, act upon, any issues or recommendations resulting from said testing

1.2.8 Strategic director of resources

In addition to the responsibilities listed in section 1.2.5 and 1.2.6, they have responsibility for ensuring that:

- a suitable fire emergency plan is put in place for each corporate site and that these are periodically reviewed
- sufficient fire wardens and those trained in first aid are in place for each corporate building
- CHS are suitably informed in advance of any maintenance or construction work which could have a significant impact on the use of a corporate building or site
- leased properties not directly managed by the council are monitored for statutory compliance

1.2.9 Strategic director for housing and environment

In addition to the responsibilities listed in section 1.2.5 and 1.2.6, they have responsibility for ensuring that:

- staff involved in the planning and management of capital works to the council's housing stock are fully aware and apply the duties imposed by the construction (design and management) regulations 2015
- they provide contractors sufficient time and resources to plan works in a safe manner
- tenants are communicated with about health and safety hazards, controls to mitigate risk and works on their homes and it is easy for them to raise concerns
- fire vulnerable tenants are identified, and person-centred risk assessments

undertaken and remediated

- suitable and sufficient processes are in place to ascertain accommodation procured from 3rd parties is safe for residents
- such processes are regularly reviewed and audited to confirm they are robust
- they involve CHS in advance of any maintenance or construction work relating to the council's directly managed housing stock liable to be 'notifiable' under the construction (design and management) regulations 2015
- under the building safety act 2022 the 'golden thread' of information is implemented and maintained
- councils solely owned commercial entities have robust risk safety and audit processes
- periodically undertaking suitable checks, audits (and so on) on such processes
- there are robust procurement and contract management arrangements for any third parties engaged to work on, or affecting, council managed highways
- there are suitable and competent officers available to participate in safety advisory group fully and actively for events in the borough (public or private)

1.2.10 Strategic director of children

In addition to the responsibilities listed in section 1.2.5, they have overall responsibility for ensuring the council's community schools, nurseries and children's centre are safe for staff and pupils. Also, for ensuring that any accommodation or centres in which the council places children have appropriate health and safety safeguards in place to support a safe environment and activities.

The director must put in place measures to confirm that risks are suitably and sufficiently minimised to as low as is practicable in accordance with health and safety legislation and the council's premises manager processes.

1.2.11 Strategic director adults and public health

In addition to the responsibilities listed in section 1.2.5, they have overall responsibility for ensuring that any accommodation or centres in which the council places adults, have appropriate health and safety safeguards to support a safe environment and activities.

The director must put in place measures to confirm that risks are suitably and sufficiently minimised to as low as is practicable in accordance with health and safety legislation and the council's premises manager processes.

1.2.12 Strategic director economy and sustainability

In addition to the responsibilities listed in section 1.2.5, they have overall responsibility for ensuring

that any building, centres, or facilities from which the council provides services or gives public access, have appropriate health and safety safeguards to support a safe environment and activities.

The director must put in place measures to confirm that risks are suitably and sufficiently minimised to as low as is practicable in accordance with health and safety legislation and the council's premises manager processes.

In particular:

- under the building safety act 2022 the 'golden thread' of information is implemented and maintained
- ensuring competent persons are in place to fulfil specific roles and legislative requirements
- events run directly by, or licensed by, the council are planned and undertaken in a safe way
- open spaces providing play or recreation are inspected and maintained
- major projects are competently planned and executed in accordance with regulatory requirements

1.2.13 Governors

The governing bodies of community, community special and maintained schools are corporate bodies. A corporate body has a legal identity separate from that of its members. The ultimate responsibility for health and safety rests with the governors as a whole, and in certain circumstances, individually.

For foundation schools, voluntary-aided schools and academies the governing body have complete responsibility for health and safety management and are not bound by this policy but may use it as guidance if they wish.

1.2.14 Head teachers

Head teachers will liaise with the governing body to ensure the health, safety and welfare of employees, pupils and others who may be affected by the school premises or activities. The head teacher is responsible for the day-to-day management of the school including health and safety arrangements. Additionally, head teachers will ensure that the activities planned and undertaken by their school are managed in a safe way.

Some or all of the responsibilities allocated to head teachers may be allocated for completion by teachers or managers within the schools, however, ultimate responsibility continues to sit with the

head teacher. They will also co-operate with council officers to allow access for inspection, repair and renewal of health and safety linked provisions.

Local policy and procedures will complement the execution of this policy.

1.2.15 Premises managers

All council workplace premises will have an appointed member of staff with responsibility for ensuring premises are maintained in a safe and secure condition for staff (including contractors) and visitors. It is recognised that the management of premises will be influenced by size, tenancy arrangements and ownership.

However, it will be the premises manager (or equivalent) that has particular responsibility to ensure:

- they work with their management and property services (where relevant):
- any on site management actions or remedials identified in risk assessments and inspections are acted on in a timely manner
- all aspects of building statutory compliance checks and maintenance are undertaken and documented
- where alterations are proposed to site activities or to the layout of the premises, the fire safety risk assessment for the premises is updated with the assistance of CHS and corporate fire safety
- a fire safety management plan is in place for their premise(s)
- the fire detection and warning system, and emergency lighting systems are regularly serviced and tested, and safety signage is appropriate and displayed
- regular emergency building evacuation exercises (fire drills) are carried out
- escape routes and passageways are without obstruction and free from trip or slip hazards, especially cabling and other service supply lines
- fire and first aid cover is maintained
- building inspections are undertaken and management actions followed through
- new staff, agency workers and others are made aware of the local procedures and safe working practices including fire and first aid procedures
- health and safety issues are reported in a timely manner by logging them on the council accident and incident reporting system
- contractors work in a safe way
- personal emergency evacuation plans (PEEP) are in place for those requiring assistance to evacuate the premises

1.2.16 Employees

All employees (full or part time, agency, volunteers, contractors, and consultants) must take reasonable care for their own health and safety and for that of others who may be impacted by or through their actions.

Employees will ensure:

- they complete the mandatory and service specific health and safety during their induction and refresher training as per the health and safety training matrix
- they comply with the relevant health and safety procedures for their role and any local rules in relation to their specific work activities
- if they have concerns over any health and safety matters, they immediately report them to their line manager for action
- they report accidents, incidents and near misses via the council accident and incident reporting system
- they do not use first aid equipment or supplies unless specifically trained to do so
- take responsibility for knowing the escape route in the event of an emergency and request a PEEP from their manager if they require additional help

1.2.17 Corporate health and safety (CHS)

CHS are appointed as the “competent person” for the council. The service consists of corporate asbestos manager, corporate fire safety, health, safety and wellbeing advisors. Their role is to support, provide advice, information and assistance to managers and employees.

Day to day management of CHS falls to the director of workforce and organisational development, who will ensure escalation of operational health and safety risks to SLT via the SDSC. Strategic risks will be taken directly to the SDSC by CHS.

Managers remain responsible and accountable for actively leading health and safety within their services. CHS will:

- support the SDSC in their role as the lead director for health and safety
- provide competent advice and guidance for managers and staff
- report the status of health and safety management to the SLT to aid their reporting to the CHSB
- risk profile the organisation’s health and safety management arrangements
- provide corporate procedures and guidance to assist management in their duties
- monitor, audit and inspect organisational activities, management and facilities
- suitably investigate accidents and incidents

- review the management system on a rolling programme
- escalate and intervene as necessary to protect staff and the public including direct reporting to the chief executive as appropriate
- formally escalate any significant health and safety concerns to the appropriate director of service in the first instance, then to the SDSD or chief executive when they believe that any actions to deal with any material health and safety risks that are not being addressed
- have the delegated authority to suspend activities and services where there is a risk of serious injury or ill health or reputational damage to staff or others

1.2.18 Occupational health

Occupational health and well-being are an essential part of the council's business and integral to good health and safety management. The occupational health service is responsible for:

- providing an advisory service on all occupational health matters to all council departments
- working with CHS on matters relating to the health of employees

1.2.19 Union safety representatives

To comply with the safety representatives and safety committees regulations 1977, each union must notify their council in writing of the appointment of any employee as a safety representative.

The main responsibilities of a safety representative are:

- to act on behalf of employees whose health and safety they represent and to make recommendations to the appropriate senior manager
- to attend departmental safety committee and CHSB and make representations where their members raise concerns about health and safety
- to be consulted on policy and process which affect employees

1.2.20 Business board

The board comprises of cabinet members and SLT to monitor and review performance across the council including health and safety risks

1.2.21 Corporate health and safety board (CHSB)

The CHS B meets quarterly to:

- oversee and plan the implementation of the organisational safety management system

- oversee the inclusion and monitoring of health and safety related risks within the corporate health and safety risk register
- review and encourage full implementation of this policy and associated arrangements, guidance and procedures and, where appropriate, make recommendations
- monitor key performance indicators (KPIs) to demonstrate delivery of the safety management system through the directorates
- oversee and monitor health, and well-being initiatives introduced by either CHS or HR
- provide feedback to the SLT on corporate health and safety risk management
- update members, via the business board of strategic risks
- monitor statutory compliance of the council's property portfolio including council owned or occupied; council owned or leased; housing and schools via audits, inspections and monitoring

1.2.22 Membership

The board comprises of the chief executive (chair) and strategic directors, who are supported as necessary by suitable specialist advisers and management representatives.

Seats are available for recognised unions.

The head of corporate health and safety; and assistance director of audit and investigations attend in an advisory capacity.

The CHSB provides:

- strategic monitoring and delivery of the health and safety management system across all relevant council operations
- promoting co-operation between all relevant parties in investigating, developing and monitoring risk control measures to ensure they are effective
- sharing good practice and expertise across the council to help engender a standardised approach to 'sensible risk management'
- to work to improve the organisations 'health and safety culture'
- the discussion, consideration and monitoring of cross departmental and organisational wide issues

1.2.23 Directorate health and safety committee

The directorate health and safety committees are accountable to the CHSB, meeting quarterly they are accountable for:

- the committees have the function of keeping under review the measures taken to ensure health and safety at work of employees (including contractors) and service user working for or using the services of the directorate.
- to note accident and Incident investigations and subsequent action as necessary so that reports can be made to management on substandard conditions and practices, together with recommendations for corrective action.
- to consider issues raised by services about health, safety and wellbeing
- to consider issues raised by trade unions regarding management of health and safety
- to promote good health and safety practices
- the review of accident and incident statistics for the purpose of identifying and reporting on trends and recommending corrective action
- review of FLAGEL KPI's performance
- consideration of findings from audits, inspections and accident investigations and monitor implementation of recommendations
- monitoring of the effectiveness of safety training and make necessary recommendations
- promote awareness of health, safety and wellbeing and to monitor the communication of health and safety within the directorate. - this being up and down the organisation
- monitor the implementation of the corporate health and safety policy and review the directorates compliance with it
- monitor compliance with the health and safety policy and associated procedures.
- to address issues affecting the service which arise from incidents and or inspections, audits
- promote and monitor health and wellbeing

Membership should consist of strategic director, service directors, heads of service and trade union representatives. CHS provides support to the committee.

Section 2

2.1 Do

Strategic directors are responsible for ensuring health and safety is integral to everything they manage and there are competent staff to carry out the actions required. This includes risk assessment and effective planning of job roles and activities.

CHS set procedural guidance and assist teams to ensure local procedures reflect the regulatory and best practice.

CHS will ensure competent advice, guidance and training is accessible and changes in legislation or guidance are reflected in the corporate policies and procedures. Directorates are responsible for setting local procedures to meet the requirements of corporate guidance.

Where necessary CHS will intervene where there is a significant risk to safety. The head of corporate health and safety will escalate firstly to their line manager, then the SDSC, and if necessary to the chief executive and nominated cabinet member.

CHS will monitor health and safety risks to the organisation, review the existing control measures and highlight any areas of concern, reporting quarterly to the CHSB.

The risk profile is recorded in the corporate health and safety risk register and is routinely reviewed. Keeping SLT and councillors informed will help them consider their risk appetite, when undertaking decisions in relation to allocation of resources.

Section 3

3.1 Check

3.1.1 Measuring performance

The chief executive and managers below them have the responsibility to ensure there are appropriate monitoring systems in place in proportion to the risk.

Monitoring will include inspections, checking contractor competency and permits to work systems along with undertaking appropriate checks on materials and equipment. These systems should be planned, proactive and be informed by risk assessment and the outcomes of previous monitoring arrangements and unwanted events.

All staff must report any accidents, incidents and near misses using the council online accident and incident system.

Managers must in a timely manner suitably investigate any accident, incident or near miss involving any premises or activity for which they are responsible for and ensure their findings are communicated. A managers' response to an incident will be monitored by the CHS via the online system and support and guidance given as appropriate.

CHS will investigate accidents, incidents and near misses where they feel this is appropriate due

to the severity or potential severity. This will include instances such as (but not exclusively) where:

- the incident is liable to be 'reportable' under the reporting of Injuries, diseases and dangerous occurrences regulations 2013 (RIDDOR) regulations
- there are concerns the incident is one of a pattern or has similar potential root causes
- the incident may lead to investigation by an external enforcement agency such as the HSE or LFB, CHS will then work with managers to address any issues highlighted

CHS will assess the significant health and safety risks to the organisation, review the existing control measures and highlight any areas of concern. This risk profile will assist the council to prioritise its resources and plan accordingly.

The risk profile is updated in the corporate health and safety risk register and is routinely reviewed and reported corporately to ensure appropriate oversight. Keeping SLT and councillors informed will help them take risk into account when undertaking decisions in relation to allocation of resources.

3.1.2 Auditing

CHS will undertake audits across the organisation to check for assurance levels. The audit programme will be informed by the organisational risk register; these will be a mixture of site, service, team specific or themed across areas (for example, fire safety). They will:

- work with managers and staff
- make, where applicable, recommendations for action by managers; and
- track actions to ensure they are completed and implemented where necessary

Audits will be undertaken in conjunction with managers and staff and, where applicable, recommendations put forward for action.

Section 4

4.1 Action

4.1.1 Reviewing performance

Reviewing performance of health and safety forms part of the normal management review cycle.

Risk assessments should be reviewed at least annually as well as when there is reason to believe it is no longer valid, for example, where an incident has occurred or there are significant changes

to the activities being assessed or the individuals involved.

CHS will review the high-level organisational risks across the council at least quarterly and revise the corporate health and safety risk register.

CHS will track audit recommendations for implementation and, where appropriate, report any significant audit findings to senior management and councillors.

CHS will prepare reports as necessary for SLT and councillors providing an overview of the core issues facing the organisation.

4.1.2 Taking action on lessons learned

Key health and safety failings normally stem from poor leadership, poor attitudes and behaviours and poor risk management. The council will maintain strong, visible, and competent leadership and embed health and safety in their planning processes.

CHS investigate accidents and incidents to identify lessons learnt.

The CHS B as well as any local safety committees will reflect on lessons learned and seek to embed improvements across the organisation.

Staff consultation will be encouraged through engagement including anonymous staff surveys where the feedback will be reviewed, and changes made as appropriate.

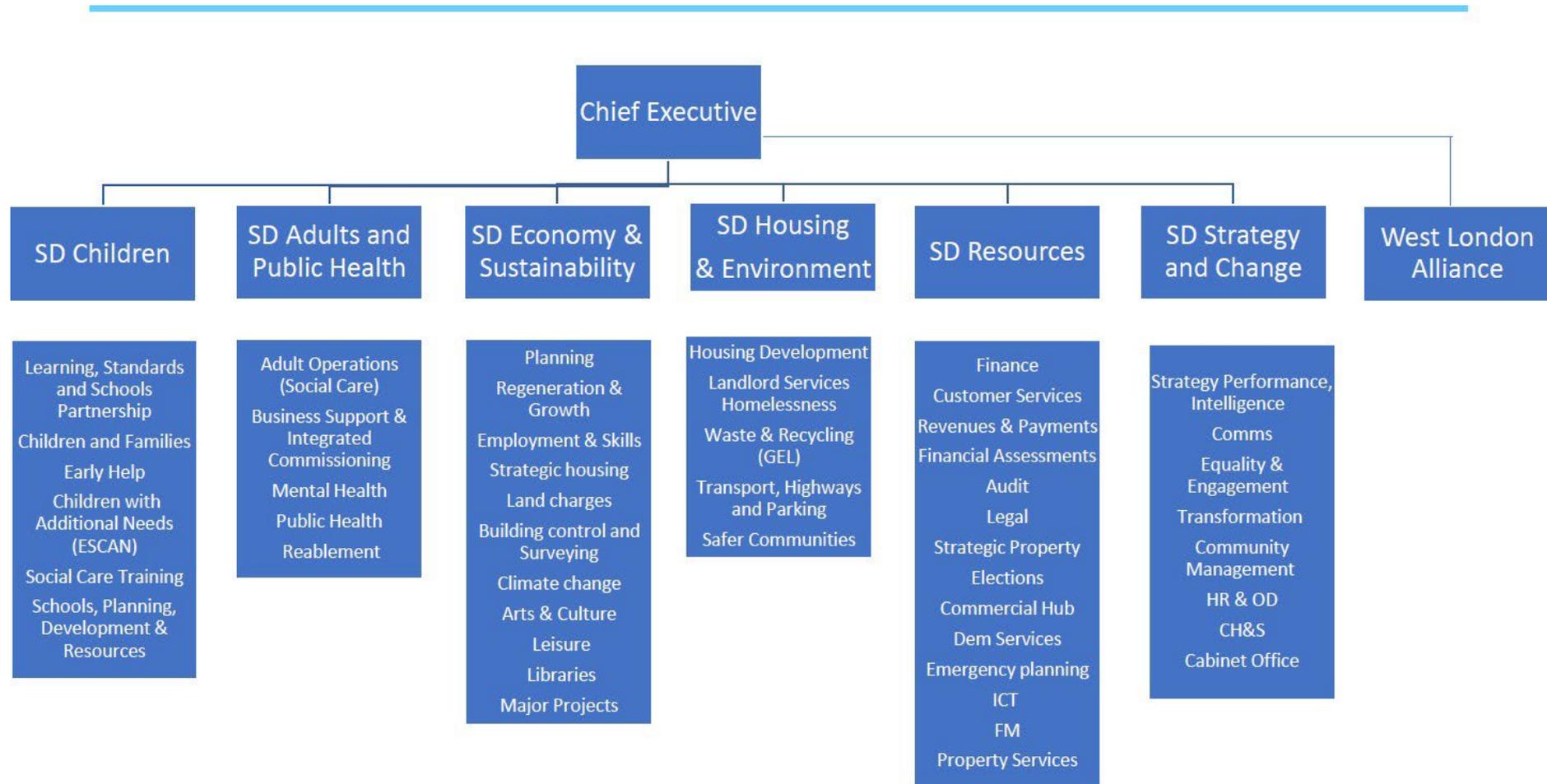
4.1.3 Policy review

This policy will be reviewed annually or at the point of significant legislative and organisational change.

4.1.4 Dissemination

The policy will be mounted on OneSpace and shared, for discussion, at directorate health and safety committees. Those undertaking induction will also be introduced to the policy document and in particular the section relating to employees' duties.

Appendix 1 – Current organisation structure



Elements of the structure are still evolving as we work together to ensure the right alignment for delivery of our aims

Appendix 2 – Health and safety reporting structure

